



Purpose

The purpose of this project is to improve understanding of how policies can affect nurse resiliency.

Problem & Significance

Due to the stress and strain of providing intensive patient care, nurses are at significant risk for burnout, exhibited by losing enthusiasm for work, depersonalization, and no longer finding work meaningful.

The Target Agency is a multi – organizational collaborative providing a continuum of mental health services to diverse and marginalized populations in NE Minnesota.

Burnout is associated with a collection of negative impacts including decreased patient care quality, decreased job satisfaction, increased care cost and staff turnover.

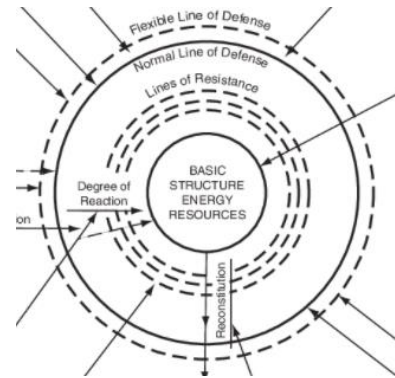
2016 Turnover by Industry	
Banking and Finance	18.1%
Healthcare	19.9%
Hospitality	28.6%
Insurance	12.2%
Manufacturing and Distribution	16.0%
Not-For-Profit	15.7%
Services	16.8%
Utilities	8.8%

Healthcare is second only to banking and finance in staff turnover

PICOT Question

How would the integration of a resiliency promoting policy (intervention) over an 8 – week period (time) impact nurses (population) in reducing burnout and improve resiliency (outcome) as compared to current practice.

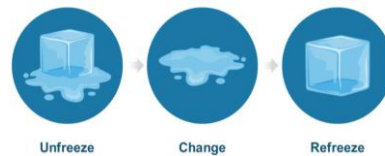
Neuman's System Model



NSM views the individual as being composed of a central core surrounded by flexible defensive rings protecting against intrusive external stressors.

NSM is well-suited for healthcare and the nursing process. Further, NSM is appropriate with MBSR due to NSM strengthen defensive response to stress at primary, secondary and tertiary levels.

Lewin's Change Model



Using a 3 – step process, LCM describes how organizations adopt change using an un-freeze, change and refreeze sequence.

LCM framework is an efficient and effective mechanism for Target Agency adoption of resiliency

Review of Literature

Search Terms include; mindfulness, mindfulness-based stress reduction, resilience, resiliency, and burnout

Databases; CINAHL Complete and MEDLINE Complete

Findings:

- Nurses are at risk for burnout and compassion fatigue due to the very nature of providing patient care
- Nurses are not able to implement MBSR program on their own
- Policy framework is essential for promoting nurse resiliency
- Organizations implementing resiliency program will have a strategic advantage over those that do not

Goal & Objective

Goal: To show how developing a policy can improve nurse resiliency

Objectives:

- To consult with policy experts
- To develop a resiliency – promoting policy
- To present policy for consideration at the Target Agency

Analysis

Resiliency policy benefits

- Bolstering resiliency personal attributes
- Reduction of burnout incidents
- Breath-based concentration meditation
- Walking meditation
- Yoga
- Increased workplace satisfaction
- Increased patient care quality
- Increased nurse compassion capacity
- Decreased nurse turnover

Resiliency policy detriments

- Anecdotal or mixed evidence
- Poor research design
- Over-reliance on lower quality research design
- Poor mechanism of action understanding

Results

Name of Policy

Promoting Nurse Resiliency

Policy Statement

The Clarity Project recognizes that nurses are at an elevated risk for burnout and seeks to promote and improve nurse resiliency through formal education programs, establish social support networks and provide meaningful recognition.

Application and Purpose of Policy

The Clarity Project recognizes that resilient nurses benefit patients, nurses, and The Project. Patient benefits include improved care outcomes and reduced care costs. Nurse benefits include reduced burnout incidents and improved workplace satisfaction. The Project benefits include improved staff satisfaction and reduced staff turnover.

Definitions

Resiliency: The ability to face adverse situations, remain focused, and continue to be optimistic for the future

Burnout:

A response to prolonged occupational stress, characterized by losing enthusiasm for work, depersonalizing others and no longer finding work meaningful, negatively impacts individuals, organizations, and patients

Mindfulness:

Being purposely aware, through paying attention to the present moment in a non-judgmental manner with additional attributes including patience, trust, acceptance and letting go

Policy and Responsibilities

Executive – Level

Executives should recognize the importance of nurse resiliency and model desired behavior. Executives identify and implement an enterprise – wide formal education program on at least an annual basis. The program should address involvement from all levels of the organization and should include but not limited to physical plant changes to promote resiliency and mindfulness, how to identify burnout risk factors, and how to implement resiliency in regular reporting structures and systems including but not limited to annual or periodic performance reviews.

Manager – Level

Managers should recognize the importance of nurse resiliency and model desired behavior. Managers should ensure that resiliency promoting programming is successfully implemented in their areas of responsibility. Managers should collaborate with executives on identifying and implementing physical plant changes that promote nurse resiliency. Managers should receive training on at least an annual

Findings / Conclusions

Primary Leadership Strategies:

- Formal Education
- Social Supports
- Meaningful Recognition

Secondary Leadership Strategies:

- Self – Care
- Fostering Relationships
- Establish Boundaries

Prioritizing caregiver well – being is necessary for patient safety, care quality, and positive patient experience (Kester & Wei, 2018)

References

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